The California Endowment

Mental Health Services Act Oversight and Accountability Commission

June, 2006

THE CALIFORNIA ENDOWMENT
Vision and Mission

A state where:

- ❖ Community members and policymakers work together;
- ❖ There is respect for the experience and knowledge of people most affected by health disparities;
- ❖ Everyone has a strong sense of self-worth and practices healthy lifestyles;
- ❖ Diversity is a source of strength for communities;
- ❖ Health problems are addressed promptly and effectively;
- ❖ Prevention is a shared agenda and partnership is the norm.

Mission

To expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians.

Evolution

- The California Endowment - a health insurance conversion foundation responsible for distribution of funds for public benefit
- Develop an organization and distribute about $150 million/year simultaneously
- 1996-2003: Responsive mode – lots of learning, unclear collective impact.
- 2003: Board approved a 5-year strategic plan to guide activities toward an identified set of goals through which we can be held accountable for outcomes.
- 2005: Modified the strategic plan to refine our organizational structure and streamline the goals even further.
- 2006: Beginning strategic planning process to implement in 2008.

The Endowment Today

<u>Goals</u>:
- ❖ All Californians must have <u>*access to health services*</u>;
- ❖ Health systems must provide <u>*culturally competent*</u>, high quality services;
- ❖ Individuals and families must reside in communities that support health promotion and disease prevention. <u>*(Community health/elimination of health disparities)*</u>

<u>Strategies</u>:
- ❖ Foundation-driven initiatives and projects that respond to community-identified needs.
- ❖ Focus on organizational capacity-building, policy development, and strengthening advocacy.
- ❖ Engagement in grassroots and treetops concurrently.
- ❖ Learning organization – reliant on evaluation that is participatory.
- ❖ Strategic use of the foundation's other resources – staff expertise, leadership, bully pulpit.

A Case Example:
Frequent Utilizers Initiative

- Emergency departments in California are experiencing a large volume of patients, many of whom have complex, unmet needs not effectively or efficiently treated in high-cost, emergency or acute, hospital-based settings.

- 2003 - $10 million, five-year statewide program to improve the medical care and overall health of chronically ill, uninsured individuals who are frequent utilizers of emergency rooms and hospitals when they have a medical crisis, and do not seek ongoing primary, preventive care services.

- Six implementation projects in California; one hospital + other services and agencies in each county are developing cost-effective, comprehensive, and coordinated health care delivery approaches that are responsive to the unique medical needs of these individuals.

- Evaluation team was involved as soon as the projects were selected.

FUI Initial findings (unofficial)

- The population is not just those with medical conditions who are poor, as expected. It includes many with SPMI, addictions, co-occurring disorders, and/or no housing. Nearly all were uninsured.

- The start-up phase was longer than anticipated, despite each site demonstrating readiness for implementation of system changes.

- Key evaluation questions:
    - Cost and utilization outcomes
    - System and policy barriers and opportunities
    - Participant outcomes and satisfaction

Friendly Advice from One Health Funder to Another

- This is an opportune time to clearly identify <u>initial</u> goals and outcomes for prevention and innovation;

- A Public Health framework can help to guide discussions of goals, accountability, and organizational structure.

- A theory of change/logic modeling process couldn't hurt.
    - What do you want to do?
    - How do you want to do this?
    - Who are your key partners/stakeholders?
    - How will you know whether you are succeeding?
    - How will you communicate successes, problems, lessons learned?
    - Who do you want to applaud/join the problem-solving?
    - What needs to be done to create policy facilitators/eliminate policy barriers?

- Evaluation experts should be involved sooner vs. later.

- Even though people are watching, allow for change that is informed by data from many sources.

- Trailblazers get help when they need it.